Defense Integrated Military Human Resources System (DIMHRS) Personnel and Pay

March 2001

DIMHRS

- Overview of the Program
- BPR/BPI Process
- Functions, Process and Activities (FP&A) to Business Function
- Schedule
- COTS HR Analysis
- Partnership with Army Personnel Transformation effort

Military Personnel Life Cycle

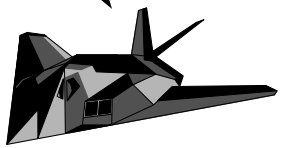
Recruiting & Accession

Initial Entry Training

Training Enterprise

Development

$$ Pay



Allocation

Veterans Affairs

Sustainment

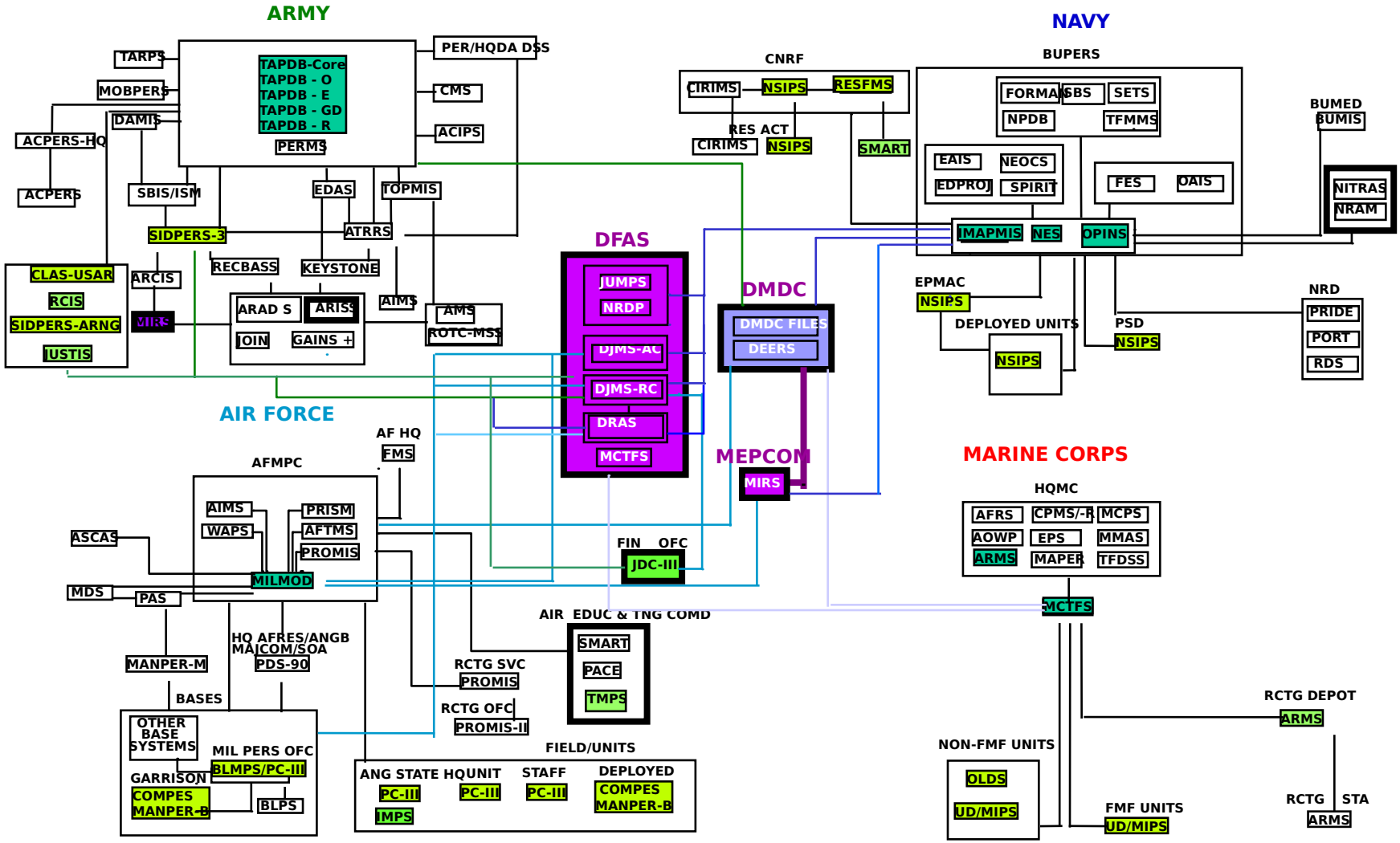
Manpower Enterprise

Separation & Retirement

Quality of Life

PEACE – MOB/DEMOB – WAR

MILITARY PERSONNEL MANAGEMENT AND PAY FUNCTIONAL OPERATIONAL ARCHITECTURE



NOTE: There are several Component-specific feeder systems, I. E. , JDC-II/III, TMPS, IMPS, RCIS, JUSTIS, UMIDS, RSTARS-MP and SMART, that must be maintained to use DJMS in all Components of the Army, Air Force, and Navy. These feeder systems will be eliminated with the full implementation of DIMHRS

Chronology MilPer IM/BPR Program

- 1992 - Initiated Program, Established Joint Integration Group (JIG)
- 1992 - 1995
  - ~ Assessed Legacy systems
  - ~ Developed Personnel Data Model/Standards
  - ~ Implemented Numerous BPR Initiatives
- 1995 - 1996
  - ~ Hamre, Dorn and Paige Convened DSB Task Force
  - ~ ***Recommendations Coordinated within DoD and Accepted***
- 1997 - DepSecDef Directed Implementation and Assigned Resp - July 8
- 1998
  - ~ USD(P&R) Approved Mission Need Statement - February 24
  - ~ C3I Approved Milestone - 0 - February 27
  - ~ New Congressional Language expands program (Manpower and Training)
  - ~ Performance measures, ORD, and AoA under development, completed preliminary coordination
- 1999
  - ~ ORD sent to JROC for formal coordination - April 2
  - ~ Conference Room Pilot on Accessions completed
  - ~ Functional Requirements Definition continues
- 2000 - Milestone I, May 25

Specific Deficiencies

- Personnel and Pay Inefficiencies
- Inability to Track Active and Reserve Status Changes
- Inability to Track Personnel in Theater
- Lack of Single, Comprehensive Personnel Record of Service
- Inconsistent Processes and Data
- Redundant Data Capture
- Multiple, Redundant Systems
- Lack of Adequate Security

Impact of Deficiencies

- Damages Service members
  - ~Morale
  - ~Access to benefits
  - ~Burden to correct errors
- Hinders management and analysis
  - ~Inefficiencies
  - ~Lack of common/required data
  - ~Time consuming correction process
- Counters DoD agenda
  - ~High costs
  - ~Adverse public/Congressional relations

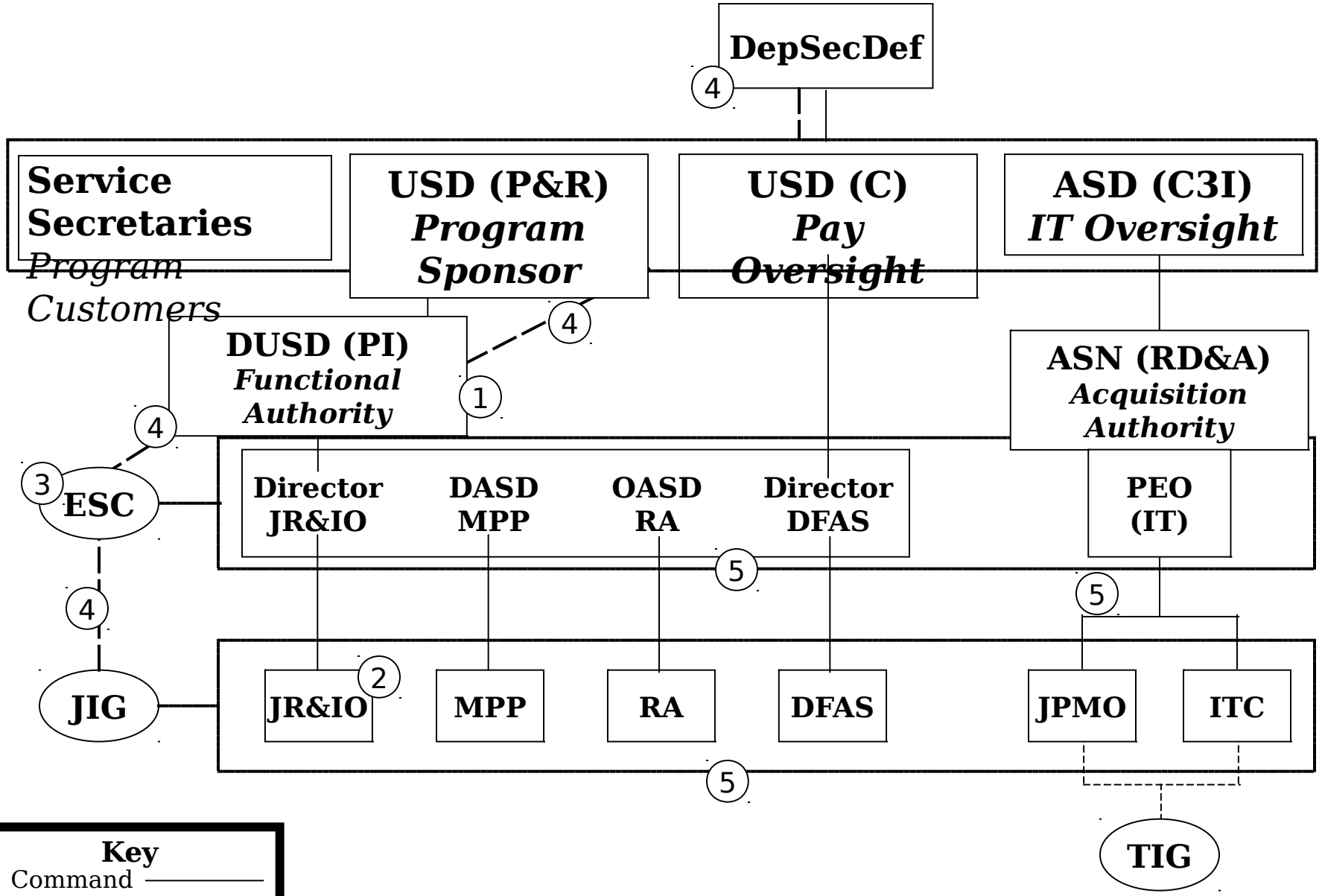
DIMHRS Lessons Learned - Functional Role

- Full functional analysis to understand issues, business rules, data
- All issues fully defined in joint environment with Service participation
- Issues vetted through P&R and appropriate functional proponent
- JR&IO provides single source for requirements, based on functional and policy decisions
- DIMHRS has:
  - ~ Completed several years of preliminary analysis
  - ~ Been the focus of a DSB study - - recommendations were accepted by the Department and are being implemented
  - ~ Been reviewed by an independent agent (IDA)
  - ~ Incorporated the lessons learned

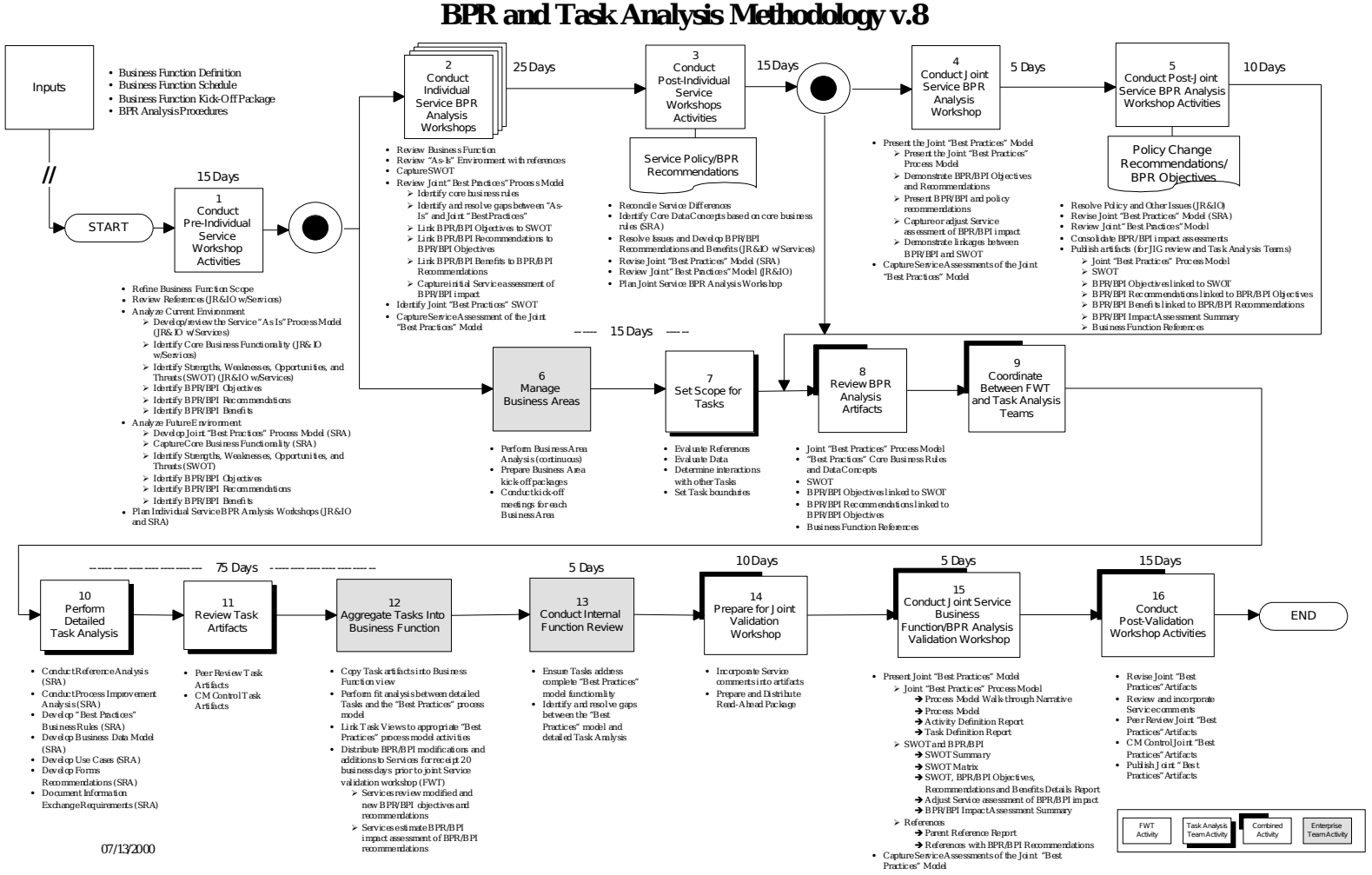
DIMHRS (Pers/Pay) Governance

- The DUSD(PI) has overall functional authority and responsibility for DIMHRS (1)
- The JR&IO supports the DUSD(PI) by: (2)
  - ~ Working with the stakeholders to identify issues and requirements
  - ~ Incorporating functional policy decisions and priorities into the program
  - ~ Providing day-to-day functional guidance to the acquisition team
  - ~ Providing a single source for functional requirements
- The Executive Steering Committee (which consists of the Service and OSD policy makers and senior stakeholders) provides policy and functional guidance for the program (3)
- Issues are resolved at the lowest level possible, worked through the JIG, the ESC, the Services, and the OSD principals (4)
- Functional organizations represent specific interests within a consensus environment (5)

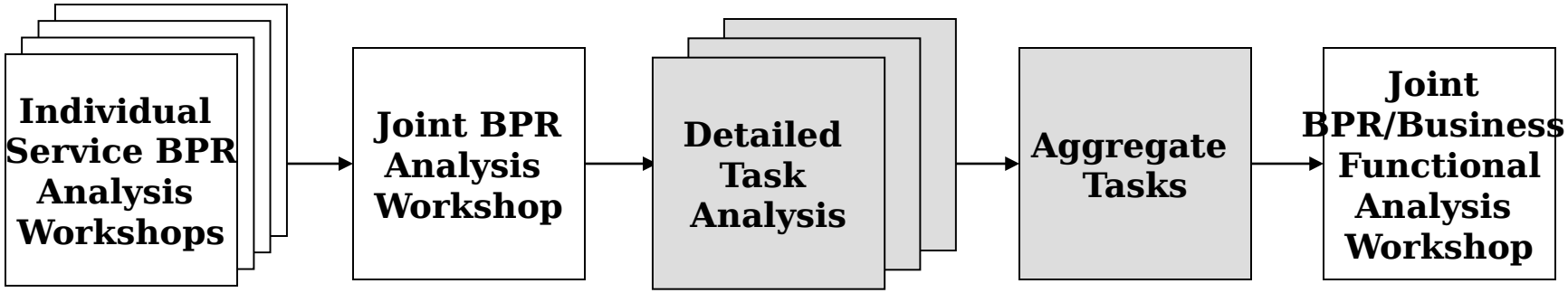
DIMHRS (Pers/Pay) Governance Model



BPR/BPI Process


BPR and Task Analysis Methodology v.8
Inputs
Business Function Definition
Business Function Schedule
Business Function Kick-Off Package
BPR Analysis Proxedures
START
15 Days
1 Conduct Pre-Individual Service Workshop Activities
Refine Business Function Scope
Review References (JR&IO w/Services)
Analyze Current Environment
Develop/review the Service "As Is" Process Model (JR&IO w/Services)
Identify Core Business Functionality (JR&IO w/Services)
Identify Strengths, Weaknesses, Opportunities, and Threats (SWOT) (JR&IO w/Services)
Identify BPR/BPI Objectives
Identify BPR/BPI Recommendations
Identify BPR/BPI Benefits
Analyze Future Environment
Develop Joint "Best Practices" Process Model (SRA)
Capture Core Business Functionality (SRA)
Identify Strengths, Weaknesses, Opportunities, and Threats (SWOT)
Identify BPR/BPI Objectives
Identify BPR/BPI Recommendations
Identify BPR/BPI Benefits
Plan Individual Service BPR Analysis Workshops (JR&IO and SRA)
2 Conduct Individual Service BPR Analysis Workshops
25 Days
Review Business Function
Review "As-Is" Environment with references
Capture SWOT
Review Joint "Best Practices" Process Model
Identify core business rules
Identify and resolve gaps between "As-Is" and Joint "Best Practices"
Link BPR/BPI Objectives to SWOT
Link BPR/BPI Recommendations to BPR/BPI Objectives
Link BPR/BPI Benefits to BPR/BPI Recommendations
Capture initial Service assessment of BPR/BPI impact
Identify Joint "Best Practices" SWOT
Capture Service Assessment of the Joint "Best Practices" Model
3 Conduct Post-Individual Service Workshops Activities
15 Days
Service Policy/BPR Recommendations
Reconcile Service Differences
Identify Core Data Concepts based on core business rules (SRA)
Resolve Issues and Develop BPR/BPI Recommendations and Benefits (JR&IO w/Services)
Revise Joint "Best Practices" Model (SRA)
Review Joint "Best Practices" Model (JR&IO)
Plan Joint Service BPR Analysis Workshop
4 Conduct Joint Service BPR Analysis Workshop
5 Days
Present the Joint "Best Practices" Model
Present the Joint "Best Practices" Process Model
Demonstrate BPR/BPI Objectives and Recommendations
Present BPR/BPI and policy recommendations
Capture or adjust Service assessment of BPR/BPI impact
Demonstrate linkages between BPR/BPI and SWOT
Capture Service Assessments of the Joint "Best Practices" Model
5 Conduct Post-Joint Service BPR Analysis Workshop Activities
10 Days
Policy Change Recommendations/ BPR Objectives
Resolve Policy and Other Issues (JR&IO)
Revise Joint "Best Practices" Model (SRA)
Review Joint "Best Practices" Model
Consolidate BPR/BPI impact assessments
Publish artifacts (for JIG review and Task Analysis Teams)
Joint "Best Practices" Process Model
SWOT
BPR/BPI Objectives linked to SWOT
BPR/BPI Recommendations linked to BPR/BPI Objectives
BPR/BPI Benefits linked to BPR/BPI Recommendations
BPR/BPI Impact Assessment Summary
Business Function References
15 Days
6 Manage Business Areas
Perform Business Area Analysis (continuous)
Prepare Business Area kick-off packages
Conduct kick-off meetings for each Business Area
7 Set Scope for Tasks
Evaluate References
Evaluate Data
Determine interactions with other Tasks
Set Task boundaries
8 Review BPR Analysis Artifacts
Joint "Best Practices" Process Model
"Best Practices" Core Business Rules and Data Concepts
SWOT
BPR/BPI Objectives linked to SWOT
BPR/BPI Recommendations linked to BPR/BPI Objectives
Business Function References
9 Coordinate Between FWT and Task Analysis Teams
75 Days
10 Perform Detailed Task Analysis
Conduct Reference Analysis (SRA)
Conduct Process Improvement Analysis (SRA)
Develop "Best Practices" Business Rules (SRA)
Develop Business Data Model (SRA)
Develop Use Cases (SRA)
Develop Forms Recommendations (SRA)
Document Information Exchange Requirements (SRA)
11 Review Task Artifacts
Peer Review Task Artifacts
CM Control Task Artifacts
12 Aggregate Tasks Into Business Function
Copy Task artifacts into Business Function view
Perform fit analysis between detailed Tasks and the "Best Practices" process model
Link Task Views to appropriate "Best Practices" process model activities
Distribute BPR/BPI modifications and additions to Services for receipt 20 business days prior to joint Service validation workshop (FWT)
Services review modified and new BPR/BPI objectives and recommendations
Services estimate BPR/BPI impact assessment of BPR/BPI recommendations
5 Days
13 Conduct Internal Function Review
Ensure Tasks address complete "Best Practices" model functionality
Identify and resolve gaps between the "Best Practices" model and detailed Task Analysis
10 Days
14 Prepare for Joint Validation Workshop
Incorporate Service comments into artifacts
Prepare and Distribute Read-Ahead Package
5 Days
15 Conduct Joint Service Business Function/BPR Analysis Validation Workshop
Present Joint "Best Practices" Model
Joint "Best Practices" Process Model
Process Model Walk-through Narrative
Process Model
Activity Definition Report
Task Definition Report
SWOT and BPR/BPI
SWOT Summary
SWOT Matrix
SWOT, BPR/BPI Objectives, Recommendations and Benefits Details Report
Adjust Service assessment of BPR/BPI impact
BPR/BPI Impact Assessment Summary
References
Parent Reference Report
References with BPR/BPI Recommendations
Capture Service Assessments of the Joint "Best Practices" Model
15 Days
16 Conduct Post-Validation Workshop Activities
Revise Joint "Best Practices" Artifacts
Review and incorporate Service comments
Peer Review Joint "Best Practices" Artifacts
CM Control Joint "Best Practices" Artifacts
Publish Joint "Best Practices" Artifacts
END
FWT Activity
Task Analysis Team Activity
Combined Activity
Enterprise Team Activity
07/13/2000

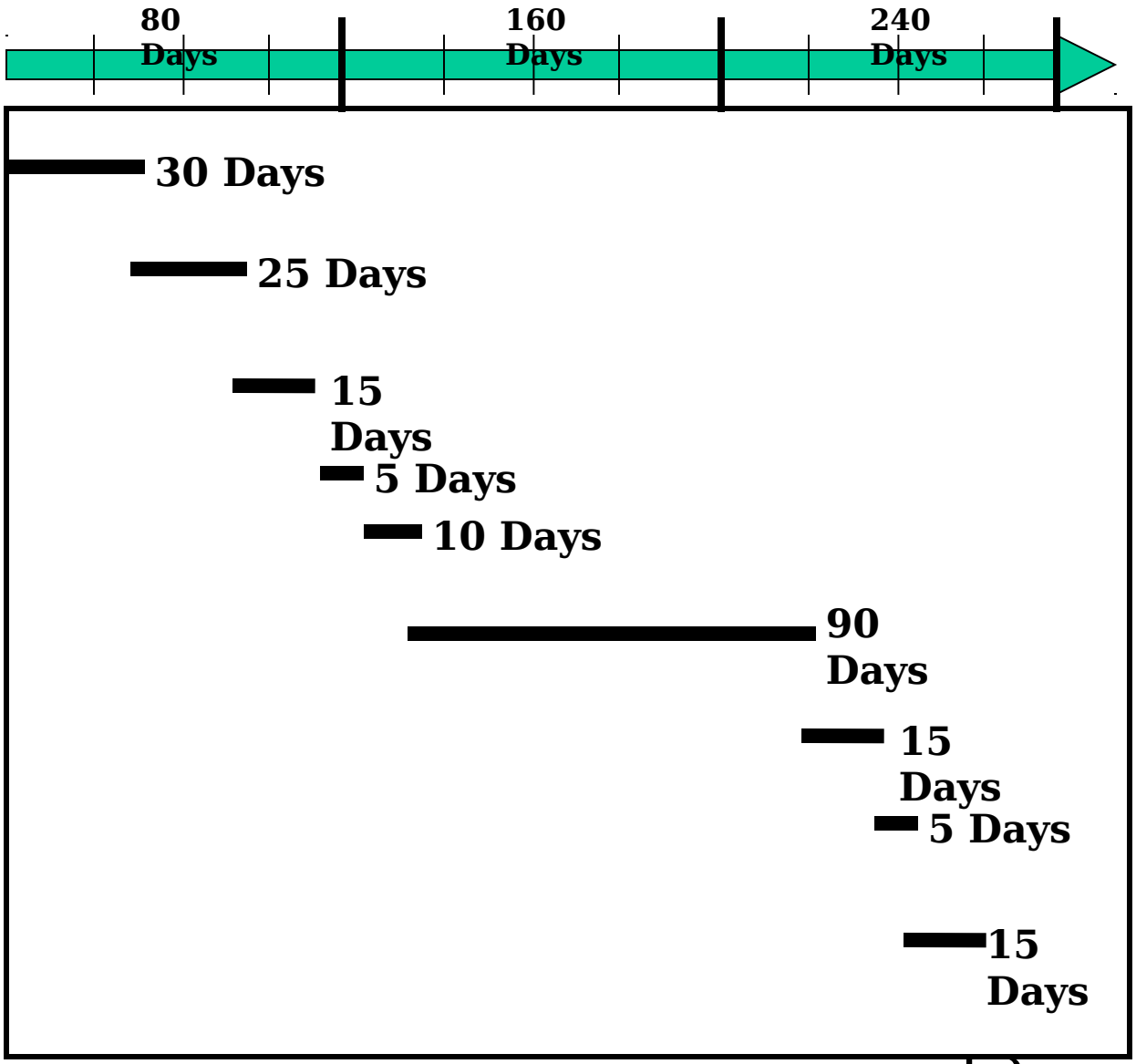
BPR & Task Analysis



Business Function BPR Process

UA-3 and Remaining Useful Assets

- Prepare for Business Function
- * **Conduct Service Workshops**
- Conduct Post Workshop Activities
- * **Conduct Joint Workshop**
- Conduct Post Joint Workshop Analysis
- Perform Task Analysis/ COTS integration
- Prepare for Joint Validation Workshop
- * **Conduct Joint Validation Workshop**
- Conduct Post Joint Validation Workshop Activities

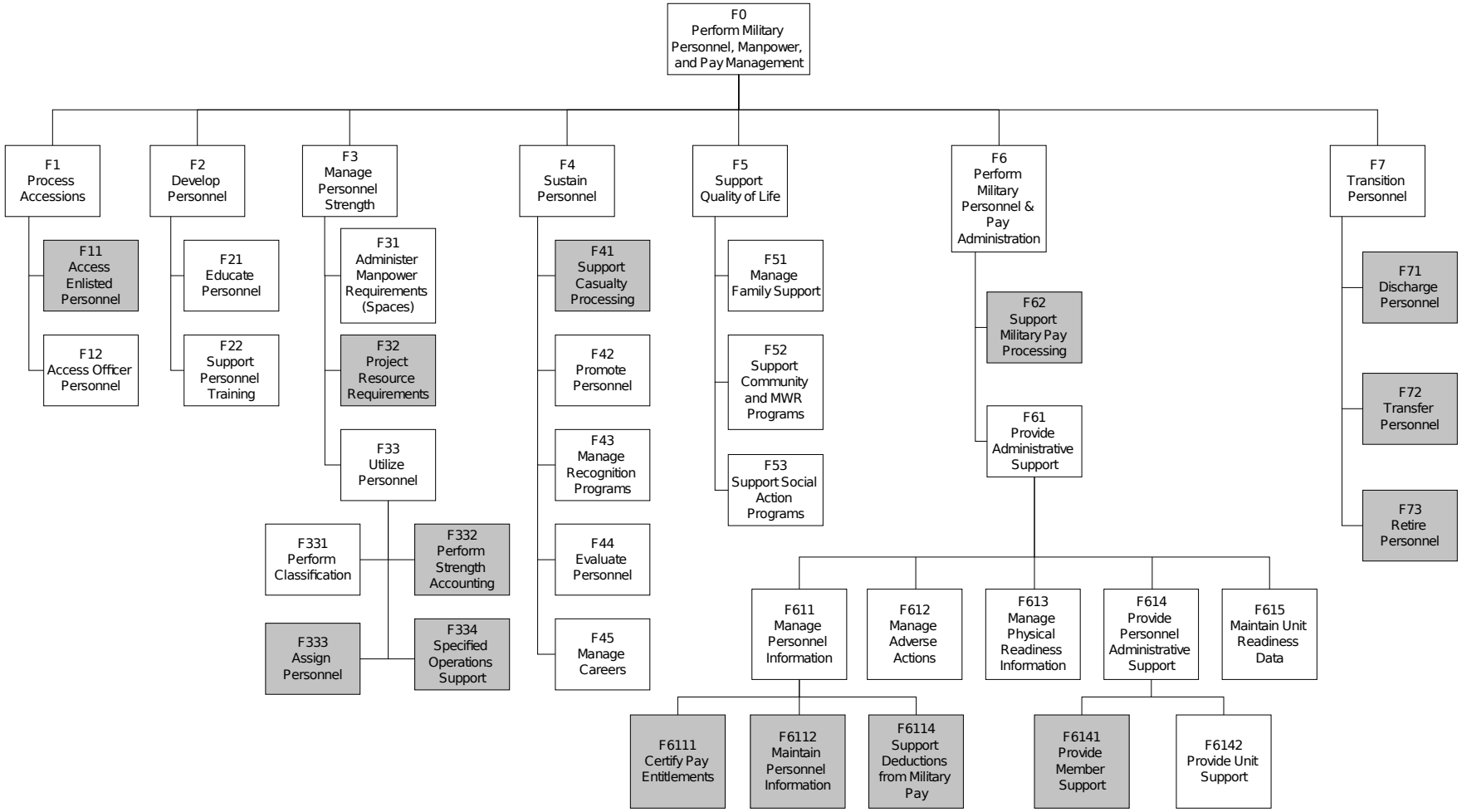


*** Service Subject Matter Expert Participation**

Functions, Processes and Activities (FP&A) to Business Functions

- Approved and coordinated description of the Military Personnel business
- Current as of October 1999
- Business Functions were born from groupings of FP&A nodes

FUNCTIONAL HIERARCHY



Business Function Work-Off In-Progress

FWT 1	FWT 2	FWT 3	FWT 4
F72 - Transfer (to/From Active Duty) **June 2001**	F71 - Discharge and F72 - Transfer (Reserve Category Change) **May 2001**	F72 - Transfer (Inter-Service/Intra-Service/Military Personnel Class Change) **May 2001**	F332 - Perform Strength Accounting **July 2001**
F333 - Assign Personnel **October 2001**	F62 - Support Military Pay Processes - UA-1 **March 2002**	F32 - Project Resource Requirements **October 2001**	Joint Personnel Asset Visibility (JPAV) - UA-2
			F41 - Support Casualty Processing **December 2001**

	=Completed through first Joint Workshop
	=Started

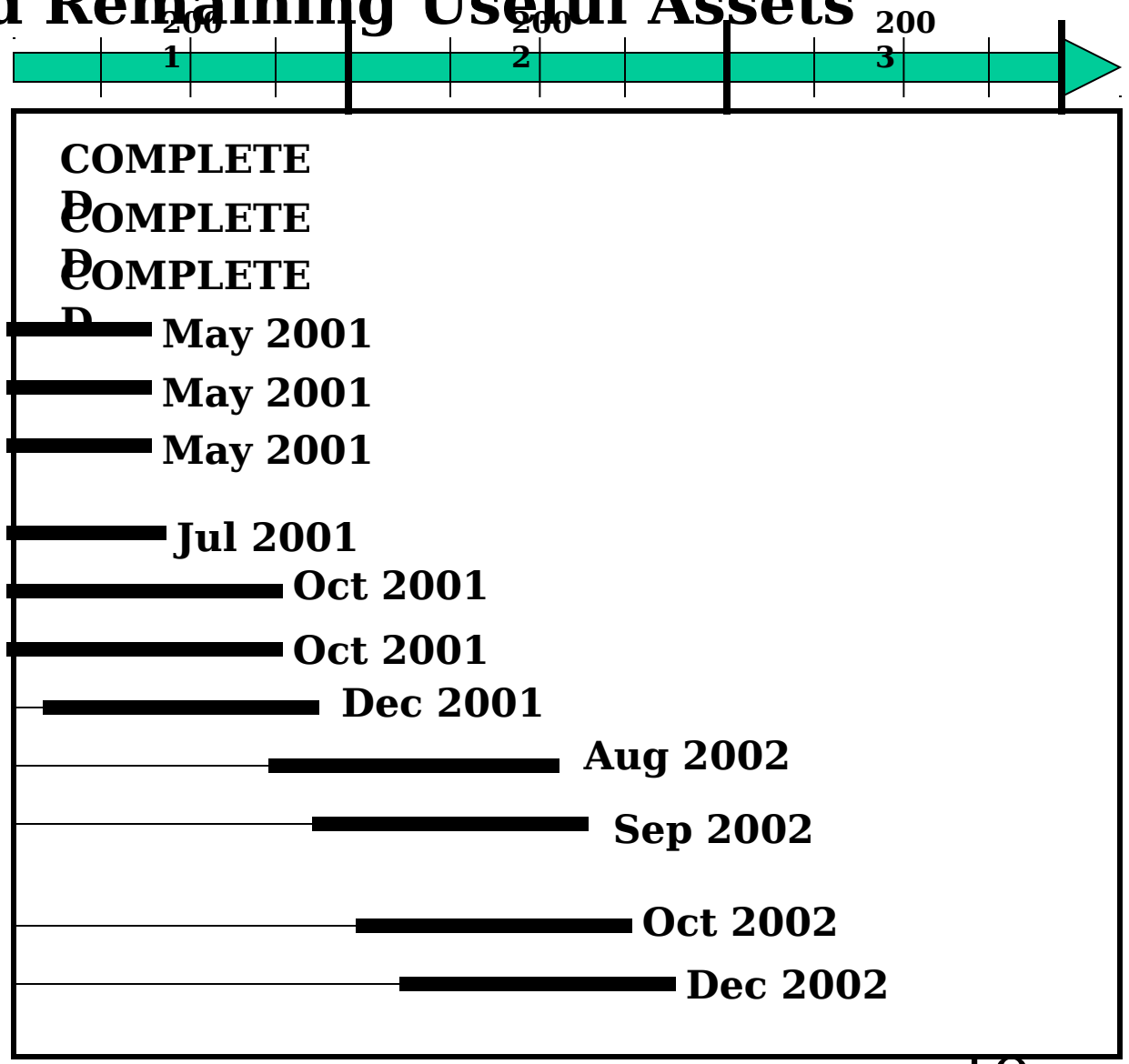
Business Function Work-Off
Rest of Business Functions

FWT 1	FWT 2	FWT 3	FWT 4
F51 - Manage Family Support **August 2002**	F21 - Educate Personnel **May 2002**	F42 - Promote Personnel (Change Personnel Grade) **September 2002**	
F45 - Manage Careers (Retain Personnel) **December 2002**	F22 - Support Personnel Training **March 2003**	F43 - Manage Recognition Programs **January 2003**	F331 - Perform Classification **October 2002**
F12 - Access Officer Personnel **October 2003**	F612 - Manage Adverse Actions **June 2003**		F44 - Evaluate Personnel **January 2003**

= Not started

BPR Schedule for DIMHRS (Pers/Pay)

UA-3 and Remaining Useful Assets

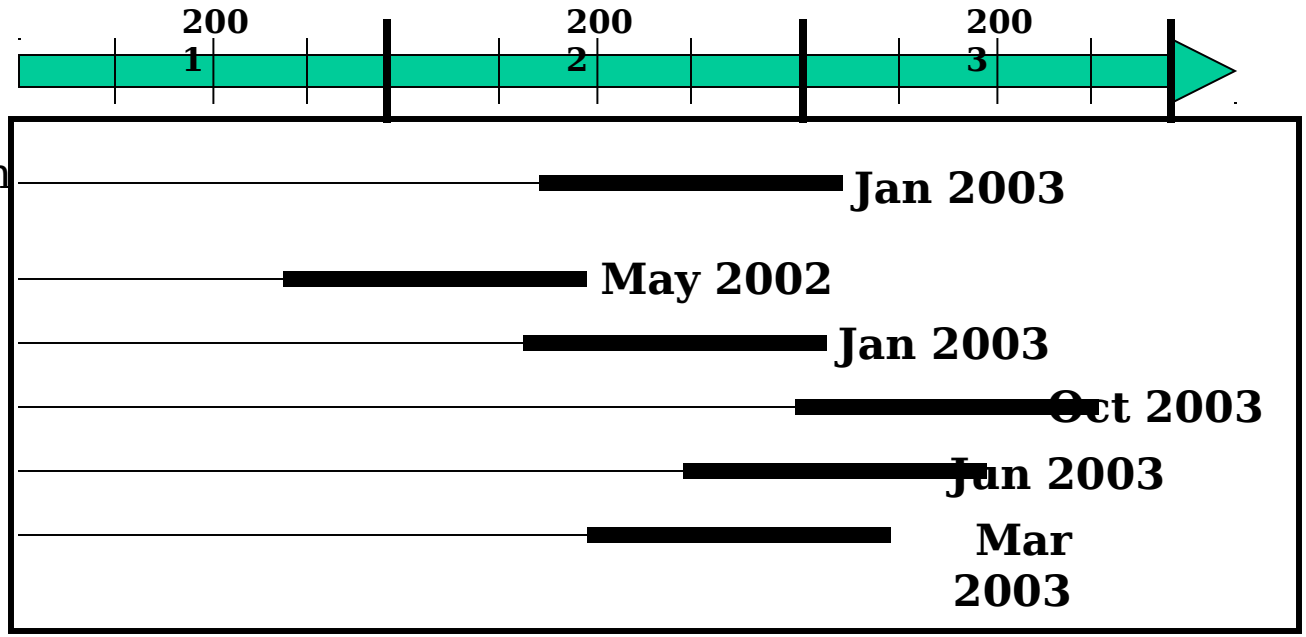


- Enlisted Accessions
- Transition - Retirement
- Special Operations Spt
- Transfer - RC-AC-RC
- Transfer - Discharge
- Transfer - Inter/Intra Service
- Perform Strength Actg
- Assign Personnel
- Project Resource Reqmts
- Support Casualty Proc
- Manage Family Support
- Promote Personnel (Change Grade)
- Perform Classification
- Manage Careers

BPR Schedule for DIMHRS (Pers/Pay)

UA-3 and Remaining Useful Assets

- Manage Recognition Programs
- Educate Personnel
- Evaluate Personnel
- Access Officer Personnel
- Manage Adverse Actions
- Support Personnel Training



COTS HR Analysis Plan

- Methodology, Objectives and Expectations are being developed
- Must understand the context for which the COTS supports the Human Resources and Payroll business
- COTS will define additional boundaries and constraints for Business Function analysis
- BPR/BPI Process will be adjusted to align with COTS dependencies

Resources and Status - BPR
UA-3 and Remaining

- Resources
  - Functional Work Teams (military, DFAS, civilian, SRA support)
  - Workshops with Subject Matter Experts
- Status (on schedule)
  - 3 Completed
  - 9 initiated (various stages of completion)
  - 20 Business functions to be completed

Partnership with Army PT Effort

- Additional Army resources attached to JR&IO
- PRIMO aligning with BPR/BPI Methodology based on Tiger Team Recommendation
- Coordinating timelines and reviewing opportunities to compress schedule

SUMMARY

- Overview
- BPR/BPI Process
- Functions, Process and Activities (FP&A) to Business Function
- COTS impact on Analysis efforts
- Schedule - Requirements defined by Oct 03
- Status - on schedule
- Partnership with Army PT in early stage